



Action Plan Summary – February 14, 2012

ADVANCE

1. Extend King County's aerospace industry into new processes and technologies.
 - enterpriseSeattle will lead an effort with the KCAA to spur innovation through the creation of new firms and technologies.
 - King County will support this effort with up to \$2 million in below-market rate loans to targeted and qualified aerospace companies.
2. Collaborate with industry, other counties, and the State.
 - The KCAA will play an ongoing role to coordinate activity locally and across the State to ensure we remain a global center of aerospace.
3. Reduce barriers to help speed the process of new investment.
 - Three specific actions will make the process for incentivizing and bringing new industrial investment online stronger, faster, and better.

REINFORCE

4. Develop a coordinated King County P-20 workforce pipeline.
 - KCAA is bringing together the entire P-20 education pipeline – K-12, community & technical colleges, 4-year universities, workforce training, and industry to create pathways to good-paying aerospace jobs.
 - We need to create the workforce to ensure we can continue to build planes now and in the future.
 - We must rekindle the excitement in our young people, retrain our dislocated workers, and prepare our veterans for aerospace jobs.
5. Make coordinated investments in freight and personal mobility.
 - Strategic road and transit investments are necessary to make the movement of freight and people outside the factory as efficient as the production inside the factory.
6. Solidify the existing aerospace core.
 - Four specific actions will help strengthen and build our extensive base of aerospace companies by helping existing companies expand and recruiting new companies in strategic areas of production technologies, design, and materials.



King County Aerospace Alliance Action Plan – February 14, 2012

ADVANCE

Aerospace Study Recommendation 1 – Extend the aerospace core into new processes and technologies.

Action	Description	KCAA Member Roles	Target Date & Next Steps
1. Encourage the Creation of New Aerospace Companies and Innovations.	Support the creation of new companies and technologies by working with university research and commercialization institutions, area technology organizations, angel investment organizations, and venture capital groups.	Lead: enterpriseSeattle Support: KCAA members.	Begin a series of focus group meetings of interested parties by March 31, 2012.
2. Grow King County Fund .	Provide up to \$2 million in below market-rate loans to targeted and qualified aerospace companies looking to expand their capabilities and capacities.	Lead: King County Executive Office. Support: Cities	Marketing and identification of loan opportunities is underway.

Aerospace Study Recommendation 2 – Collaborate with industry, other counties, and the State.

Action	Description	KCAA Member Roles	Target Date & Next Steps
3. King County Aerospace Alliance (created 10/19/11)	a. Foster the long-term economic vitality of local the aerospace industry through ongoing collaboration among government, industry, and educational institutions.	Lead: King County Executive Office. Support: all KCAA members.	Annual KCAA Meeting to adopt annual Action Plan: January or February, 2013. KCAA Member Meetings to assess progress: Quarterly. Staff Meetings on implementation: Every 6 weeks.
	b. Increase the County's and the State's overall competitiveness by collaborating with public and private entities across the state on workforce, supply chain, infrastructure and other issues.	Lead: King County Executive Office. Support: all KCAA members.	Ongoing.
4. Regional Economic Strategy (RES) for Central Puget Sound	Support implementation of strategies identified in the updated RES to retain and grow the Aerospace Industry in King, Kitsap, Pierce, and Snohomish Counties.	Lead: All KCAA members	RES completion date: May, 2012.
5. State Advocacy	Actively advocate for the Governor's action agenda with the State legislature.	Lead: King County Executive Office. Support: KCAA member cities and chambers.	Ongoing during 2012 State Legislative session.
6. Federal Advocacy	Actively advocate for items that support our aerospace industry with our federal congressional delegation.	Lead: King County Executive Office. Support: All KCAA members.	Ongoing.
7. Marketing & Communications	Ongoing communication to report on KCAA issues, activities, and progress/outcomes.	Lead: King County Executive Office. Support: All KCAA members.	Action Plan regularly updated on KCAA website at www.kingcounty.gov/aerospace .

Aerospace Study Recommendation 3: Reduce barriers to help speed the process of new investment.

Action	Description	KCAA Member Roles	Target Date & Next Steps
8. Industrial Development Pilot Project.	Explore new approaches to incentivize industrial development and job growth within Seattle and unincorporated King County. Regulatory and policy flexibility will be explored to achieve industrial development innovation while maintaining or enhancing environmental performance.	Lead: City of Seattle Support: King County Executive Office, Port of Seattle, & MLK Labor Council. The State of WA is also interested in partnering on this project.	Request for Concepts – April, 2012. Project Selection - August, 2012.
9. Single contact point for permits at the King County International Airport (KCIA).	Establish a single contact to coordinate review and process permit requests from the KCIA and its customers. Coordinate with city Aerospace Development Contacts.	Lead: King County Department of Development and Environmental Services Support: King County Department of Transportation	Summer, 2012.
10. Harmonized Regulations and Permitting.	<p>a) Develop specific recommendations to speed the process of approving and completing industrial projects across all King County permitting jurisdictions.</p> <p>b) Pursue initiatives at the state and federal levels to make aerospace and advanced manufacturing facilities easier to permit.</p>	Lead: King County Executive Coordinator: enterpriseSeattle Support: KCAA member jurisdictions.	<p>Convene local land use experts: February – March, 2012.</p> <p>Develop recommendation: April, 2012 – June, 2012.</p>

Aerospace Study Recommendation 4: Develop a coordinated King County P-20 workforce pipeline.			
Action	Description	KCAA Member Roles	Target Date & Next Steps
11. Foster and excite the next generation of aerospace workers by promoting the aerospace industry, including clean and high tech opportunities, as a career choice for students of all ages.	<p>a) Develop and distribute messaging and content for inclusion in curriculum, career centers, conferences, events, etc.</p> <p>b) Organize events, such as tours of aerospace facilities for career counselors, to engage and inspire educational partners who can influence students toward interest in aerospace.</p>	<p>Lead: K-12 School Districts, Community and Technical Colleges, UW, WSU.</p> <p>Support: KCAA members.</p>	<p>Explore existing efforts and help leverage existing resources: February and March 2012.</p> <p>Explore resources to help develop campaign: February and March 2012.</p> <p>Secure resources: by April 1, 2012.</p> <p>Consult with educators, student mentors, and other partners, including students, to ensure messaging and tactics will be successful: Spring/Summer 2012.</p> <p>Organize one event for career counselors/educators to aerospace facility: By August 31, 2012.</p> <p>Rollout campaign in Fall 2012.</p>
12. Develop K-12 standard pathways, curricula, and training for specific aerospace careers.	<p>Coordinate K-12 school districts to identify best practices and research other curriculum focused on motivating K-12 students to career pathways in science, engineering, and advanced manufacturing fields.</p> <p>Support K-12 districts in</p>	<p>Lead: Workforce Development Council of Seattle-King County (WDC).</p> <p>Support: K-12 School Districts.</p>	<p>Began December 19, 2011.</p> <p>Ongoing.</p>

	implementing STEM skills programs, engaging King County's diverse community populations, and working to secure grants that support high school aerospace programs.		
13. Support and expand capacity at King County's community and technical colleges, the primary providers of technical training in advanced manufacturing and aeronautics.	<p>a. Work with King County's designated Centers of Excellence for specific manufacturing skills and align training funding in these respective curricula areas.</p> <p>b. Support alignment of engineering curricula with industry needs. Create better coordinated pathways between the community and technical college's certificate programs and four-year degree pathways relevant to aerospace and advanced manufacturing.</p>	<p>Lead: WDC and Community and Technical Colleges.</p> <p>Lead: WDC, Community and Technical Colleges, University of Washington and Washington State University.</p>	<p>Began December 19, 2011. Ongoing.</p> <p>Began December 19, 2011. Ongoing.</p>
14. Increase investments in aerospace workforce training and job readiness.	<p>a. Purchase \$875,000 in aerospace training cohorts at community/technical colleges, universities, registered apprentice programs, and/or other providers of aerospace and advanced manufacturing training programs.</p> <p>b. Provide \$100,000 in individual training accounts for aerospace-related training at community and</p>	<p>Lead: WDC.</p> <p>Lead: WDC.</p>	<p>RFQ Issued February 3, 2012; Responses due February 24, 2012. Training to begin Spring Quarter, 2012.</p> <p>Funding began Winter Quarter, 2011 and runs through December, 2012.</p>

	<p>technical colleges leading to additional aerospace training or employment.</p> <p>c. Use anticipated funding from the AirWashington grant to invest in Aerospace Career Navigators to guide students in identifying and accessing aerospace training opportunities.</p>	Lead: WDC.	Awaiting State funding decision. Funded navigators would begin approximately 1 month from funding receipt.
15. Worksource Renton Aerospace Center	Explore establishment of an aerospace center for training and recruitment at Worksource Renton with special emphasis on service to veterans.	Lead: King County Department of Community and Human Services and the WDC.	Determine by April 1.
16. Explore internship and mentorship opportunities for engineering students at local aerospace companies.	Identify internship/mentorship opportunities for engineering and pre-engineering students at regional aerospace companies.	Lead: WSU Support: WDC, UW, community/technical colleges, enterpriseSeattle, and King County.	Convene working group by March 15, 2012.

Aerospace Study Recommendation 5: Make coordinated investments in freight and personal mobility.

Action	Description	KCAA Member Roles	Target Date & Next Steps
17. Metro Rapid Ride F Line Extension.	Extend the F Line to Renton Landing and the Renton Boeing Plant. Capital funding is secured, but operating funds are not.	Lead: King County. Support: KCAA member jurisdictions will need to partner in developing an operating funding plan.	Construction of the extension could be completed for service to begin in fall 2013 if operating funds have been secured by March, 2013. Otherwise, construction cannot begin.
18. Transit Investments.	Identify key transit investments in addition to the F line extension that have the potential to assist workforce mobility and relieve congestion in important freight corridors by providing strong alternatives to single occupancy trips. Prioritize street improvements where needed that give transit priority at intersections and help buses move quickly.	Leads: King County Department of Transportation and King County Metro. Support: KCAA cities.	Consensus on statewide package by July 1, 2012.
19. Roads Investments.	Identify key roads investments to increase freight and workforce mobility. Prioritize fixing road choke points such as the I-405/SR 167 interchange.	Leads: Port of Seattle & King County Department of Transportation Support: Auburn	Consensus by July 1, 2012.

Aerospace Recommendation 6: Solidify the existing aerospace core.			
Action	Description	KCAA Member Roles	Target Date & Next Steps
20. Aerospace Company Database.	Identify and characterize the existing 300-400 aerospace companies/suppliers and develop a GIS database. Use the database to help retain and expand existing companies and to identify core gaps for strategic recruitment of new aerospace companies.	Lead: King County Executive Office and enterpriseSeattle are working with Locus Analytics to produce the database. Once completed, the database will be shared with cities for coordinated retention, expansion, and recruitment opportunities.	March 31, 2012 for Phase 1 mapping. June 30, 2012 for Phase 2 company data.
21. Targeted Aerospace Recruitment and Expansion Strategy for King County.	Develop a strategic business retention, expansion, and recruitment plan identifying opportunities to support existing King County aerospace companies and target recruitment of specific companies that do not yet have a presence in King County.	Lead: enterpriseSeattle. Support: KCAA Cities.	Plan to be completed by May 31, 2012.
22. Market and Promote King County to the Aerospace Industry.	Promote King County as a center for Aerospace excellence through participation by KCAA at aerospace industry events. Create market and promotional material regarding King County's strengths in aerospace based on King County Aerospace Competitiveness Study.	Lead: enterpriseSeattle. Support: all KCAA members.	Began with the Pacific Northwest Aerospace Alliance Conference February 6-8, 2012. Aerospace and Defense Supplier Summit March 12-15, 2012. Followed by other opportunities.
23. Identify Industrial Real Estate Availability.	Provide an ongoing inventory of industrial land available for aerospace use in King County. a. Work with the area real estate community to identify industrial land and buildings available for	Lead: enterpriseSeattle, King County Executive Office, and the City of Auburn. Support: KCAA member	April 30, 2012.

	aerospace use. Share these properties with aerospace companies seeking to expand or locate in King County.	jurisdictions.	
	b. Explore land availability options for aerospace activities at King County International Airport (KCIA).	Lead: King County Department of Transportation.	Under development.
	c. Explore land availability options for aerospace activities at the Auburn Airport.	Lead: City of Auburn Support: King County Executive Office.	Under development.
	d. Explore land availability options for aerospace activities at Seattle-Tacoma International Airport and other Port of Seattle property.	Lead: Port of Seattle	Under development.



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